

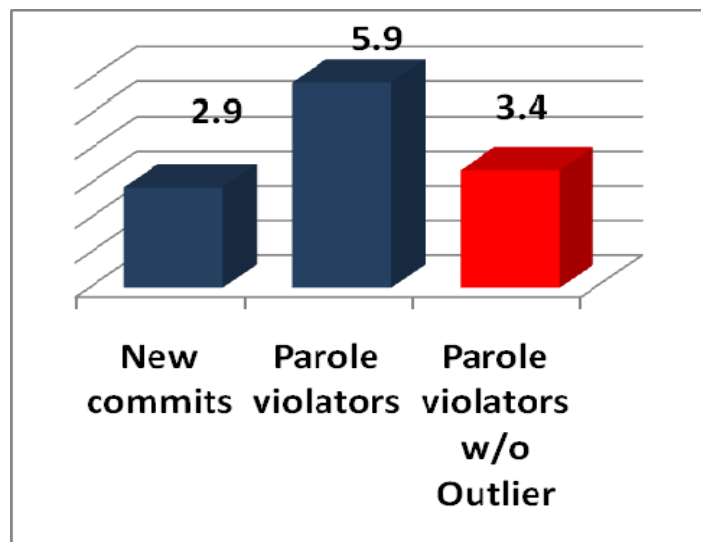
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Volume VIII, Number 6                      November - December 2007

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Figure 1: Black Canyon School safe environment incidents per juvenile by status



Removing one outlier or exceptional juvenile from the pool of all female parole violators cut the parole violator rate almost in half from 5.9 to 3.4.

### CURRENT ADJC RESEARCH

**Gary Wolf and John Vivian, (2007), A study to assess organizational functioning in the juvenile justice system.**

The purpose of this study was to assess organizational functioning within the Arizona Department of Juvenile Corrections (ADJC) using the Texas Christian University Survey of Organizational Functioning (SOF). While the SOF has been used in an adult setting this is the first study to examine the efficacy of the instrument in a juvenile setting. The baseline data collected using the SOF revealed the SOF has utility in a juvenile environment. As ADJC moves forward, it is important to examine organizational functioning. Through a carefully constructed assessment tool like the SOF, agencies can begin to identify strengths and needs. Armed with this

needs. Armed with this valuable information, ADJC will be better prepared when deciding to implement and adopt new treatment strategies and programs. The data for this study were obtained from the four ADJC secure care facilities and 432 staff. The SOF targets areas within the agency whereby functioning is both weak and strong. For instance, we learned all four secure care facilities could benefit by focusing on monitoring offender progress, improving offender thinking and problem solving skills, and improving behavioral management of offenders. On a positive note, we learned ADJC staff share knowledge of new counseling ideas with others, regard others as valuable sources of information and ask each other for advice.

**John Vivian, (2007) Youth correctional officer turnover by month.**

The Department of Administration (ADOA) has reported that Youth Correctional Officers (YCO) have a 48% turnover rate, the fourth highest job turnover rate in Arizona state service. This research was designed to identify when that turnover occurred. We found that for the 2005 – 2007 time period, almost all (93%) turnover occurred during the first year and more than half (53%) occurred during the first three months. Only 3 of the individuals who left during their first three months were in the pre-service academy, however, examination of annual trends revealed that the percentage leaving during their first three months increased between 2005 and 2006. If YCO turnover occurred at constant rate during the first year, then we would expect the first month turnover rate to be 8%. In fact, three times as many (28%) left during the first month than would be expected.

**JUVENILE JUSTICE TRIVIA**

What Arizona county is expected to experience the largest increase in juvenile population?

JUVENILE JUSTICE LITERATURE REVIEW

Bryan Garner, Kevin Knight and D. Dwayne Simpson, (2007), Burnout among corrections-based drug treatment staff, International Journal of Offender Therapy and Comparative Criminology, v51, #5.

intensity or length of stay. Devereux recommends that providers use a treatment model that is effective with their population and one that is supported by outside evaluation. They should be involved in continuous improvement efforts and base length of stay decisions on each client's needs. "The criminal justice system should only support those programs that reduce cost and recidivism."

Corrections-based drug treatment is an effective way to rehabilitate offenders, however, little research has been done on how staff burnout can affect treatment. Individuals working in human service occupations like drug treatment may be especially vulnerable to burnout. Research has found burnout associated with headaches, insomnia, absenteeism and turnover. Compulsive and achievement-oriented therapists are at greatest risk for burnout. This research project involved 151 counselors and a tool called the Organizational Readiness for Change (ORC). Garner et al., found that age was negatively correlated with burnout i.e., younger therapists tended to report more burnout than older ones. Males reported higher levels of burnout than females. Organizational conditions found to correlate with burnout include: office space, staffing levels, computer and e-mail access, staff cohesiveness, and openness to change. "Counselor caseload size was not significantly associated with burnout in the current study."

Joan McCord and Kevin Conway, (2005), Co-offending and patterns of juvenile crime, National Institute of Justice, Research in Brief.

Offenders age 13 and under are more likely to commit crimes in pairs and groups than are 16 and 17 year olds. "Co-offenders also are more likely than solo offenders to be recidivists." Researchers have found a decline in co-offending after the age of 15 for property offenses, but a rise in solo property offending. Meanwhile, co-offending violence increased throughout adolescence, while solo violent offending leveled-off around age 15. "Among 16 and 17-year-old offenders, violent crimes were almost twice as likely to be co-offenses as solo offenses." To a certain extent, co-offending among juvenile offenders distorts recidivism because there are actually fewer crime incidents than individual crime rates indicate.

Julien Devereux, (2004), Who decides length of stay in substance abuse treatment? Kevin Knight and David Farabee, eds., Treating Addicted Offenders: A Continuum of Effective Practices, Civic Research Institute.

Length of stay, or number of treatment contacts continues to be one of the best measures of long-term success in drug abuse treatment. "(T)he more effective treatment a person receives, the more likely he or she is to be at a reduced risk to be rearrested or to relapse." The length of stay in treatment that is most significantly associated with long-term success is between three and six months. Clinicians need to assess their clients based on their need for treatment, not the programs need for clients. Many criminal justice system "clients" receive treatment that does not match their needs in type, intensity or length of

JUVENILE JUSTICE TRIVIA ANSWER

The Department of Economic Security projects that Pinal County will have the largest growth in juvenile population

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